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○ ISSUE 1 | ○ VOLUME 1 | ○ DEC 2005



# Foundations

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## Building Partnerships Through Training & Education

### VISION:

**Be the world's choice  
for education and training**

### MISSION:

**Develop International forces  
for tomorrow's coalitions**

*Charter: to establish regular feedback and dialogue between customers – SAOs, IMSOs, commanders – and the USAF international training and education community in order to provide the best support possible to our international allies*

## A Message from the Director

*"In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military." General Douglas MacArthur*

Although the world has changed greatly since General MacArthur first spoke these words, the truth behind them still remains – what we do is too important not to focus our best energies and efforts on effective, efficient, and innovative training for our men and women in uniform. And in today's Air Force, that means we are also focused on training and educating our allies and friends from around the globe.

Air Education and Training Command trains approximately 4,500 international students from an average of 130 different countries every year. They come for technical training, flight training, to learn English, to attend professional military education, and to take back lifelong lessons to their home countries and militaries. They will become commanders, technicians, ministers of defense, and our coalition partners. They will fight alongside us, just as they have trained alongside us. It is our mission to prepare them for these roles.

Last September, AETC stood up the International Training and Education Directorate to focus solely on this mission. As we embark on our second year in existence and present the first edition of this semi-annual newsletter, we are leaning hard into unprecedented and dynamic issues, creating and clarifying policy, and looking honestly at our processes. My #1 priority right now is capacity, and capturing demand accurately is key. Please look at the sidebar on page 3 for details on what we are doing and the part we need you to play.

We are excited about our mission – about what we plan to accomplish, how we can support you, and the relationships we are building every day. This is world-changing work that we're involved in. Let's get out there and make a difference.

GERALD R. HUST, SES  
Director, International Training and Education

## How to Get Help Fast – Where to Find Information You Need

*Getting the information you need as a training manager is easier and faster than ever when you know where to start looking*

With a world of electronic resources available at our fingertips, it can be easier than ever to find what you need... or it can be frustrating and difficult if you don't know where to look. Two primary websites every training manager should reference are:

The **Education and Training Course Announcements (ETCA)**, located at <https://etca.randolph.af.mil>, contains specific MAJCOM procedures, fund citations, reporting instructions, and listings for formal courses conducted or administered by the Air Force and reserve forces, and serves as a reference for the Air Force, DoD, other military services, government agencies, and security assistance programs. Visiting this website is a must for any training manager sending students to USAF courses.

The **International Training Management (ITM)** web site, located at <http://www.disam.dsca.mil/itm/> is hosted by the Defense Institute of Security Assistance Management (DISAM) at Wright-Patterson AFB, OH. It represents an effort by the international military training faculty at DISAM to provide access to all materials currently used at DISAM in training management courses. This web site provides access to all international training articles, messages, references, publications, training lessons/exercises, web site information, IMSO and SAO documents and other valuable tools used by Security Assistance training managers. It is intended for international training managers at all levels of management within the DoD environment.

## Before Language Training...

*Medical screenings critical to successful training for IMSs*

The Defense Language Institute English Language Center is the first stop for many international military students (IMS). For students to be able to concentrate on their critical language training they must meet all medical requirements prior to departing their country of origin. This is especially true for IMSs scheduled for high-risk follow-on courses requiring extensive medical/dental examinations, such as aviation, airborne, or special forces training.

DLIELC depends upon the SAO to carefully review the course requirements to determine if there are special medical and dental requirements. SAOs must ensure DD Forms 2807-1 (Report of Medical History) and 2808 (Report of Medical Examination) are completed and hand-carried in a sealed envelope to the DLIELC Country Program Managers along with the following documentation: medical records with immunization information, HIV results/lab tests and radiology report of chest x-ray, and in-country flight physicals translated into English using US measurements. Additionally, aviators must have a dental panorex included. These forms serve as a single medical document certifying that the participant is free from communicable diseases and is medically qualified for training.

According to Ms. Sonja Rumsey, International Health Care Consultant, Defense Institute of Medical Operations, every IMS and accompanying dependent(s) are also required to maintain coverage for healthcare for the duration of their travel and training. Failure to do this may result in the IMS's removal from training and return to home country. Coverage can be provided by the US government funded program, an FMS case, the foreign government, a reciprocal health care agreement or health insurance. When the IMS is financially responsible for his own and authorized dependents' healthcare costs, health insurance is required and must be demonstrated to the SAO prior to the issuance of the ITO or listing dependents on the ITO. The IMS will provide the SAO and the IMSO a copy of his or her insurance policy (in English) and the policy's points of contact in the US.

It is critical that every student who comes to the US for training is prepared mentally and physically – these screenings help ensure that our students can focus on learning.



## Did You Know...

HQ AETC/IA has functional oversight and responsibility for all international training and education that occurs within the command; nearly 80% of all USAF security assistance! Just a few of the organizations within AETC involved in this important work:

**Air Force Security Assistance Training Squadron**, and **19th Air Force** (oversees flying training), Randolph AFB, TX  
**2nd Air Force** (oversees technical training), Keesler AFB, MS  
**Air University** (includes **International Officer School** and **Air Force Institute of Technology**), Maxwell AFB, AL  
**Defense Language Institute English Language Center**, and **Inter-American Air Forces Academy**, Lackland AFB, TX  
**Euro-NATO Joint Jet Pilot Training**, Sheppard AFB, TX  
**162nd Fighter Wing**, Tucson ANG, AZ

## Too Much Language Training?

*AFSAT explains how to program for the right type & amount*

The most important cornerstone of international training is the ability to speak English at the required English Competency Level (ECL) for whatever training the student is going to attend. Establishing a solid foundation enables the student to not only understand the materials, but actively participate in class discussions – what Security Assistance is all about, building ties. But can too much language training be a bad thing?

Recently, AFSAT country managers reviewed standardized training listings for language training and found several errors. The most common error was “over programming” language training to meet the required ECL. This was discovered as students arrived at DLIELC for training. A student may be programmed to attend 15 or more weeks of language training, but really only needs half the time. What happens to all that time, training, and most importantly, funding?

Another common error was programming the wrong type of language training. There are basically three types; SET, GET, or GET/SET combo. Choose the correct type depending on the MASL requirements and testing results. How long the student needs to complete English language training can be computed by using the “wheel” supplied from DLIELC. Choosing the correct language training and duration can save time, resources, and money. Please ask your AFSAT country manager or DLIELC for assistance, but remember SAOs/FSNs are in the best position to determine what fits the needs of the student and country.

That brings us to the last topic, extended language training time. There are some countries that require almost a full year of language training for IMSs prior to attending a course. The follow-on training may only be a six week course, but because of the students' language ability they must spend a large amount of time in training. Although the cost is high, it's understandable. However, here are some options to consider: request an MTT to set up in-country language training, order publications to support in-country training, and finally, spread training over two years if using IMET to ease the dollar cost. An example would be having students attend language training under FY06 and follow-on training under FY07. This spreads the cost over two years and frees up money for the current year.

By working with your country manager you can ensure the security assistance mission is accomplished and the country gets the best training possible.

*Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. Excellence, then, is not an act but a habit.*

ARISTOTLE

# TPMR Season Ahead

*Reviews are a valuable tool for security assistance*

Training Program Management Reviews (TPMRs) are an annual event hosted by the combatant commands between March and May to project IMET requirements for the budget year (the next fiscal year) and the first plan year (the year following the budget year). Projected FMS-funded training is also addressed during the TPMRs.

SAO country training representatives attending these reviews are required to submit all international training program requirements, and must be prepared to present, justify, and defend all country training requirements in accordance with the SAMM, Chapter 10.

Representatives from agencies responsible for international training within DSCA and the military services also attend these meetings to review and approve country program presentations, and to initiate programming and allocation actions for approved training courses. The agenda includes a plenary session with presentations by the Combatant Command, selected SAOs, Military Departments (MILDEPs), Defense Security Cooperation Agency (DSCA), and Department of State (DoS) as appropriate.

The TPMR focuses on planning and policy issues and the review of SAO requests for exceptions to policy, PME, and E-IMET requirements. The agenda also includes a programmatic session to allow the MILDEP panels to perform a detailed review of country training program data. In addition, combatant commands use the TPMR as a forum to obtain IMET end-of-year review input from the SAOs.

## *FY06 Anticipated TPMR Schedule:*

**PACOM TPMR:** 20-24 Mar 06, held in Bangkok, Thailand

**CENTCOM TPMR:** 3-7 Apr 06, held in Tampa, Florida

**EUCOM TPMR:** 24-28 Apr 06, held in Grainau, Germany

**SOUTHCOM TPMR:** 8-12 May 06, held in Miami, Florida

## Revision of Joint International Security Assistance Regulation Underway Now

*New guidance to be published soon for security assistance training*

As most in the security cooperation community know, the Joint Security Assistance Training (JSAT) regulation is a key guidance and policy reference for security assistance sponsored international training. The current JSAT, dated 5 June 2000, is under revision—with a target publication date of October 2006. The new version of the JSAT will be titled the **Joint Security Cooperation and Education Training (JSCET) regulation**.

While the DRAFT JSCET — available for review online at: <http://www.disam.dsca.mil/itm/References/JSCET/@JSCET.htm> — has been somewhat restructured, it will still consist of a joint/general section that applies to all services as well as service specific sections for unique procedures.

At JSCET general section working group meetings from October 2004 to October 2005, every effort possible was made to agree and standardize Service procedures—so that Security Assistance Offices (SAOs) are not unnecessarily burdened with three separate ways of doing business. To coincide with publishing milestones, Air Force unique procedures have been in review and staffing during 2005.

All MAJCOMs, AETC, SAF/FMBIS (financial), SAF/GCI (legal) AFSAC, and selected SAF and Air Staff offices have been included in internal Air Force staffing to date. The Army remains overall OPR for staffing and publishing the JSCET; the Air Force version of the guidance will be AFI 16-105 (I).

## Let's Talk Capacity...

*What AETC/IA is doing to get the right amount of slots for the training you need – and the irreplaceable role you play*

Several USAF courses are consistently in high demand, with few quotas to give out and numerous countries waiting for the training. In order to help address this issue, AETC/IA is taking some innovative steps. In coordination with AFSAT and SAF/IA, and using input from SAOs and program managers around the world, we have developed a training matrix to capture and illustrate the number of quotas requested, received and allocated for these high demand courses. This will allow us to better engage in the Air Force corporate process, programming for more training space and resources as needed. It will also allow us to track the fidelity of information we get at TPMRs or other venues – are those numbers really an accurate reflection of the real need? As we continue to hone this product, we will develop a clearer picture of actual demand.

We are also proud to add a programming/capacity analyst to the AFSAT staff – Mr. John Correia, a contractor with many years of previous USAF security assistance experience, will be working daily with this matrix, helping us identify problems and shortfalls in time to find workable solutions, analyzing our demand, and helping “focus the microscope” so we can really see the capacity issue. (For more information on Mr. Correia, please see “Around the Command...” on page 6.)

**BUT**, all of these great initiatives and efforts will fall apart without help from you. It is critical that you keep your country manager up to date on the training your country needs. If there are aircraft purchases in the future, start thinking now about the training needs that will undoubtedly follow. This is one area where communication is absolutely key!

The quality of information you pass on is also important – the numbers must be as accurate and reliable as possible in order to be useful. Overestimating in hopes of receiving the real desired amount, or guessing, or failing to project far enough in the future, will all impact not only the number of quotas you may receive, but also the number that will be available for all of our international customers. We can't capture demand accurately without honest inputs from you.

We appreciate the work you do every day to foster cooperation and promote United States Air Force training and education. With accurate forecasting and aggressive initiatives, we can ensure that this training remains the world's choice.



## Defense Institute for Medical Operations Makes Impact in Russia

*US/Russia military HIV/AIDS conference hailed as "great victory"*

A team of infectious disease physicians led by Col Matthew Dolan, DIMO Director, participated in the Russian-U.S. Military HIV/AIDS Prevention Conference, 13-15 September 2005 in Moscow. The DIMO team, in concert with a team from the Defense HIV AIDS Prevention Program (DHAPP), instructed 103 Russian senior medical personnel (O-6 and above) from all corners of Russia. Participants included the Russian Surgeon General, Lieutenant General Igor Bykov, and US Ambassador Burns.



*Senior Military Physician Shares Russian Perspective*

The following excerpt from a leading Russian Business news daily "Kommersant," Sep 22, 2005, entitled "Russian Army to be Armed with Condoms" credits the training conference as a major factor in implementing a major shift in Russia's fight against the spread of HIV:

*'Yesterday the President of the International Military Medical Committee, Head of the Main Medical Directorate of the Russian Ministry of Defense, General-Lieutenant Igor Bykov, announced that "from now on the Russian Army will widely use the experiences of their US colleagues in the fight against the spread of HIV/AIDS." Also an agreement was reached at a Russian-US conference on the prevention of HIV/AIDS, during which military officers of the two countries worked for several days in a row to develop a strategy for the stopping the spread of HIV/AIDS in military units. Military units will now have condoms in their unit first aid kits and carry quick reference cards containing recommendations on how to avoid becoming infected and will also attend mandatory lectures on the subject.'*

Approximately two weeks after the HIV/AIDS conference was held in Moscow, President Vladimir Putin committed his government to boosting spending twenty fold (3 billion rubles - \$105M) for prevention and treatment of HIV in the Russian Military. "This is a great victory" for all non-governmental organizations who have been trying to bring attention to the problem, said Igor Sadreev, spokesman for the Moscow office of AIDS Foundation East West.

## How NOT To Pay Forfeiture Fees: What You Really Need to Know

*Air Force Security Assistance Training Squadron experts explain how fees can be avoided with planning, communication*

All too often the communication process breaks down in the training world. Whether information is passed via email or face-to-face, there always seems to be a gap between the individual delivering the information and the one receiving the information. In particular, FMS customers are often unclear on the nature of the penalties associated with the cancellation of assigned courses. It may be difficult enough at times to find the required quotas for an FMS customer and occasionally, for one reason or another, the customer is not able to fill the course or determines late in the game they do not want a particular course. When these late decisions are made they occasionally result in costly forfeiture fees for unfilled courses.

AFSAT currently has a policy letter dated Oct 2003 which is backed by the guidance in the AFI 16-105 / Joint Security Assistance Training (JSAT) describing the implications involved in course cancellation and the associated forfeiture fees. As per Chapter 5, Section 5-2 Forfeiture charge:

*"Training contracted/dedicated for International Customers - Once a contract is let or a quota is confirmed, a 100% fee will apply if the country fails to send a student to the training, unless the quota is filled by another student."*

Further guidance from, Section 5-15 (Penalties and adjustments), of the JSAT:

*"To avoid penalty charges, training must be cancelled at least 60 days prior to the course start date. Training dates are provided to the SAO in the Standardized Training Listing (STL) or by message. The training dates are considered acceptable unless the SAO requests a change. If an IMS is eliminated before completing a course, tuition costs will be..."*

The AFSAT policy letter states the following:

*"USAF dedicated/contractor training. A 100% penalty fee will apply to any country which fails to send a student to the identified training unless another international student is identified and the quota is filled."*

This forfeiture guidance is normally addressed on two separate occasions. The first time, when a country misses the 60 day window and they realize they become liable for some fees associated with a course. The second time occurs when the course they signed up for falls under the "100% liability" and suddenly becomes a significant amount of money. Fortunately, most of the courses that fall in the 100% category are flying related courses and are generally planned far in advance. However, courses such as the Electronic Warfare Officer, International Air Weapons Controller, Aerospace Physiology, and Munitions Systems are a few examples also in that category that may not receive the same visibility. Numerous other courses are also listed in the policy letter and unless a fill is found for the cancellation, the 100% forfeiture fee must be applied.

Communication is the key to success. SAOs must know their responsibilities and understand the details involved when submitting to the foreign customers' requests. Ignorance of the JSAT (soon to be the Joint Security Cooperation and Education Training (JSCET)), or the policies set by various organizations, is not a good answer when coveted training positions are relinquished. Forfeiture fees can be avoided by knowledge of the regulations and deliberate actions taken by country/program managers.

# Air Force Institute of Technology

*World-respected program offers several E-IMET degree options*

The Air Force Institute of Technology (AFIT) Graduate School of Engineering and Management offers world class education in a variety of technical disciplines. AFIT is currently broadening its Expanded International Military Education and Training (E-IMET) opportunities. We currently have two E-IMET approved programs.

One is a **Master of Science Degree, (Cost Analysis), MASL: D178206**. This graduate education program is designed to provide students with the knowledge and professional skills needed to accurately estimate and effectively manage program resources within the acquisition management community. The curriculum integrates a strong academic and theoretical foundation in quantitative concepts and techniques with specific knowledge of cost-related topics to prepare students to contribute effectively in a variety of complex and challenging roles associated with defense resource management in the military acquisition system. The curriculum includes graduate level courses in cost accounting, statistics, quantitative decision-making, economics, regression, time series forecasting, simulation, and life-cycle-costing.

Our other E-IMET approved program is a **Master of Science degree (Logistics Management), MASL: D178007**. This program provides students with the opportunity to learn and exercise state-of-the-art management knowledge and tools to solve defense acquisition and logistics problems.

Additionally, we have submitted two proposed E-IMET degree programs for approval. One is for a **Master of Science Degree, (Engineering Management)** which is designed to provide students with relevant graduate education in the management of base, infrastructure, and facility resources and processes consistent with the spectrum of duties in the Air Force civil engineer career field.

The other is a **Master of Science in Information Resource Management** which is designed to provide students with the knowledge and skills needed to oversee the information resource management needs of defense organizations in future assignments as middle and upper-level managers in the communications and information career field.

Stay tuned for additional information on these upcoming opportunities. For more information, please visit the **AFIT web site** <http://www.afit.edu/>.



## Alabama Goodwill Ambassadors Host International Families

*Sponsorship program makes a lasting difference*

Arriving at the Montgomery, Alabama airport is an anxious moment for some special Air University students. Officer and enlisted students from all continents of the globe come to Maxwell/Gunter Air Force Base to receive Professional Military Education and for most, Montgomery is their new home for the next year.

Welcoming them with Air Force personnel are civilians from the greater Montgomery area. "Alabama Goodwill Ambassadors," as they are formally called, greet the international arrivals with big smiles, hellos and generous Southern hospitality.

Alabama Goodwill Ambassadors help provide cultural enrichment and local assistance for more than 250 international students and their families annually. "This is a hidden secret here to most of the people," said Oswald Knight. He and his wife have sponsored 114 families during the past 30 years.

"I would like to keep their friendship forever," said Lt. Col. Mohamed Salman Al-Khalifa, a pilot in the Bahrain Defense Force, about the Knights. Lt Col Al-Khalifa is completing his third and last sequence of studies at the base. The Knights had been his family's Alabama Goodwill Ambassadors during his previous courses too.

Maxwell Air Force Base and its Gunter Annex serve as geographical bookends to Alabama's capital city. Air University's main campus on Maxwell AFB is home to premiere officer schools such as Air War College, Air Command and Staff College and Squadron Officer School. The Gunter Annex is home for the Air Force Senior NCO Academy and NCO Academy. All include international students who benefit from the support of Alabama Goodwill Ambassadors.

The bonds of friendship can last a lifetime. In 2005 General Nik Ismail became Chief of Staff of the Malaysian Air Force and returned to Maxwell/Gunter AFB to be inducted in the Air University International Honor Roll. There was, however, a secondary reason for the visit. He and his wife, Rosna, wanted the opportunity to see Earl and Olive Green, the couple that served as their Alabama Goodwill Ambassadors when then-Major Ismail attended Air Command and Staff College.

"I never thought I would be hugging a chief of staff," said Mrs. Green after General Ismail gave her a big hug. "It was so good to see Rosna and Nik again."

For answers to questions about the AGA program at Maxwell AFB contact the International Officer School at (334) 953-6338.



*Mr. and Mrs. Fred and Dianne Bush, Alabama Goodwill Ambassadors, right, share a moment with Lt Col Ilkka Tapio Peura and his wife, Heli, from Finland, center, and Captain Rauno Sirk and his wife, Meidi, from Estonia, left.*



## FROM AROUND THE COMMAND...

- ▶ Colonel David Snodgrass took command of the **Air Force Security Assistance Training Squadron** (AFSAT), Randolph AFB, TX, from Colonel Stephen Brummond on 16 Aug 05. Col Snodgrass is a career navigator flying B-52s and B-1s, and recently came from an assignment as the commander of the Air Force Inspection Agency.
- ▶ **AFSAT** also welcomed Mr. George Ifland as the new Chief of Training Operations. George has 16 years of Security Assistance experience, and is excited about this new challenge. "This is a fun job and I look forward to supporting this great international community," George says. He can be reached at DSN 487-3176.
- ▶ In October 2005, **AFSAT** was also able to bring on board a civilian contractor, John Correia, to work capacity and programming issues on a full-time basis. Mr. Correia has previous AFSAT and security assistance experience from his 8 years here as a USAF officer. You can reach him at DSN 487-5635.
- ▶ Colonel James "Boomer" Henry took command of the **Inter-American Air Forces Academy** (IAAFA), Lackland AFB, TX, from Colonel Juan Moreno III on 11 Aug. Col Henry is also a career navigator, and just came from an assignment as chief of staff for 7th Air Force at Osan AB, Korea.
- ▶ Congratulations to Brig Gen Rick "Moose" Moisio, commander of the **162d Fighter Wing**, on receiving his first star. General Moisio is the commander of the 162 FW, the USAF's International F-16 Training Wing in Tucson, AZ.

## ENJJPT Steering Committee Meets

*New vision for prestigious flight training program may open doors for participation*

The Euro-NATO Joint Jet Pilot Training (ENJJPT) Program Steering Committee (SC) convened the week of 12 September 2005 in Copenhagen, Denmark. Air Commodore Peter Berlijn, Steering Committee Chairman, opened the meeting and welcomed all participants. He challenged the SC members to think "outside the box" for a new ENJJPT which would be attractive to future participants. Additionally, Air Commodore Berlijn informed the SC that he had formally invited the Lithuanian Minister of Defense to consider joining the Program and that he expected a favorable response.

Col Jeff Kendall, ENJJPT Wing (80 FTW) Commander, provided a status update briefing. He began with his vision for the Program to "be the world's premier combat aircraft training program...in order to provide airpower and leadership for NATO and international coalition forces." Col Kendall stated ENJJPT must produce graduates with skill sets directly transferable to the world's most advanced aircraft. He also stated that the true value of the program lies in building professional officers and leaders first, followed by developing combat aviators. Col Kendall concluded his presentation with an emphasis on evolving ENJJPT to ensure international viability while incorporating new technologies provided by the T-38C and T-6 aircraft while leveraging recent advances in simulation.

Responding to Air Commodore Berlijn's challenge and Col Kendall's vision, the SC discussed several ideas to increase participation in the program. One idea is the development of alternative, standards-based entry and exit points between the current flight training phases. The SC approved in principle this concept for current users. Allowing alternative entry and exit points for new users requires further study. Another idea is the expansion of ENJJPT to provide specialized, T-38C top-off training for Polish pilots prior to attending F-16 RTU. This would also provide Poland with familiarization to the ENJJPT Program. A legal review by the US is still required prior to implementation of the Polish initiative.



## FLIGHT TRAINING NEWS IN BRIEF

Although flight training made up only 22% of all international training for FY05, it remains one of our most high-profile and critical types of training. Here are some quick updates for our highest demand courses:

### C-130

USAF currently has insufficient capacity to meet international C-130 aircrew training demand. C-130 wing-box cracks, Future Total Force (FTF) initiatives, BRAC and current operational demands have restricted training capacity at the Little Rock formal training unit. The USAF can only meet approximately 25 percent of international training demand for FY06 and beyond at Little Rock, although ground and simulator training is available elsewhere. Numerous options are being explored to solve this problem.

### F-16

There is also a potential training capacity shortfall in the F-16. AETC, AFSAT and SAF/IA are continuing to look at possible ways to avert this problem. As one initiative, SAF/IA will board F-16 international requirements in March 06 for the first time ever.

### SUPT

We expect that international training slots for Specialized Undergraduate Pilot Training will be reduced to 30 by FY08. As with the C-130 and F-16, AFSAT is scrubbing FY06 and beyond requirements to best prepare for this situation.

### ENJJPT

There are also changes ahead for the Euro-NATO Joint Jet Pilot Training program. For more information, see the article about the recent ENJJPT Steering Committee meeting on this page, and be watching for more updates.

**We're listening - what would you like to see in this publication?**  
**Please send comments, suggestions, articles or pictures to:**

[aetc.ia.inbox@randolph.af.mil](mailto:aetc.ia.inbox@randolph.af.mil)